How did Saint Paul absorb a \$19.6 million LGA cut without raising taxes or cutting essential services?

Budget measure:	Impact on the 2004 budget: (millions) (percent of solution)	
Spending cuts (net, General Fund base) beginning in early 2003 136 FTE positions eliminated; estimated 29 net layoffs	\$9.2	46.9%
New fees and fee increases Net additional revenue from rate changes adopted after 2003 budget plan	\$3.1	15.8%
Half-cent local sales tax used to help operating budget Sales tax proceeds formerly used for new Neighborhood STAR projects used instead for debt service on qualifying projects, freeing up other funds to support the city operating budget	\$5.4	27.6%
Other miscellaneous adjustments Includes increased transfers from special funds to cover city overhead costs	\$1.9	9.7%
Total	\$19.6	